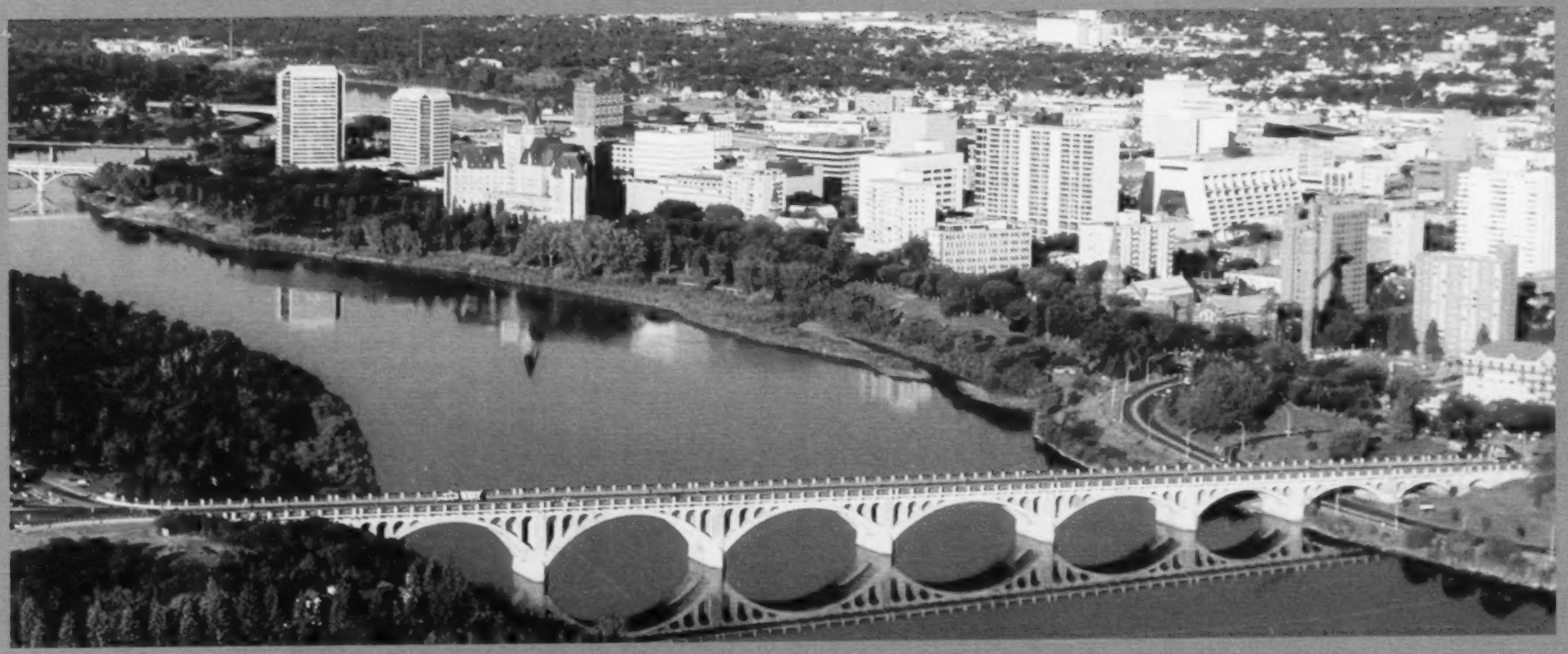
City of Saskatoon

Strategic Plan 2013-2023



Adopted by City Council August 14, 2013

Message from the Mayor

As Saskatoon continues to grow, this new Strategic Plan is a vital tool in ensuring our community is ready for an exciting future. It is a road map preparing us to be both the fastest growing city in all of Canada and – more importantly – a city of balance where every citizen, every family and every neighbourhood has the opportunity to be successful.

Crafting the vision which stands as this plan's bedrock has been a grand collaboration. It drew on multiple sources: the proud traditions which created Saskatoon, the views of City Council and the willingness of more than 10,000 people who participated in Saskatoon Speaks to openly share their ideas and dreams for the future. The result is seven strategic goals to guide Saskatoon as a successful city of tomorrow – a city that works now as well as 50 and 100 years from now.

This Strategic Plan sets out the guiding principles to ensure we continue to get things right. It establishes the framework to blend economic prosperity, quality of life and environmental responsibility into a style of growth which makes every part of the city better. That provides opportunities for all residents – both those who are here now and those who will want to move to this dynamic city in the future.

Saskatoon is a great city today because our founders took the time to think long and hard about the future. This new Strategic Plan continues that proud tradition. It is about building for both today and tomorrow, always striving for perfection. It is about achieving the vision of Saskatoon as a city of opportunity, success and balance.

Donald J. Atchison

Mayor

Message from the City Manager

This Strategic Plan is the collective wisdom of thousands of individuals who came together to imagine a common vision for the future of our city. It represents input from residents, and research and planning by the Corporation, the results of which inspired us to adopt a new approach to planning for the future.

Our role among Canadian municipalities is changing. What was once a calm, casual prairie city is now an active, energetic, and exciting place to live, work and play. Saskatoon holds a position of prominence among our peers, we're building a reputation for 'getting it right' and creating a model for other communities to follow. This is a crucial time for us – we are in a new era that is stimulating and productive, and a new approach is needed to address the opportunities and challenges this new era will bring.

Reflecting on the public launch of our visioning exercise, Saskatoon Speaks, we asked ourselves: "What would Saskatoon look like if it grew to half a million people?". We described a larger, culturally diverse community, where our citizens value our heritage, environment and our high quality of life. Then we asked: "What do we want it to look like?".

Our new integrated approach focuses on economic prosperity, quality of life and environmental responsibility. Equipped with a long-term vision, it seeks new collaborative, responsive and innovative ways, 21st Century solutions, to create a highly desirable and sustainable city. One that connects people with opportunity and the environment, and creates wealth so that we can continue making investments that will benefit everyone.

By capitalizing on new opportunities, enhancing our effectiveness, and adjusting resources to ensure we deliver affordable and sustainable programs, I am confident this plan will help us create the city envisioned by the citizens we serve as we continue on our path of growth and prosperity.

Murray Totland
City Manager

COVER PHOTO: COURTESY OF UNIVERSITY OF SASKATCHEWAN / FLICKR

CITY HALL
222
6B
6C
6D
CITY HALL
HOURS
8:00 A.M. - 5:00 P.M.
MONDAY to FRIDAY
PULL
PULL
222
Depository Box
Utilities, Taxes,
Parking Tickets

Mayor and City Council
January 2013

Mayor Donald Atchison

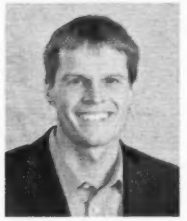
Councillor Darren Hill
Ward One

Councillor Pat Lorje
Ward Two

Councillor Ann Iwanchuck
Ward Three

Councillor Troy Davies
Ward Four

Councillor Randy Donauer
Ward Five



Councillor Charlie Clark
Ward Six

Councillor Mairin Loewen
Ward Seven

Councillor Eric Olauson
Ward Eight

Councillor Tiffany Paulsen
Ward Nine

Councillor Zach Jeffries
Ward Ten

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– Sir Winston Churchill

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PHOTO COURTESY OF TOURISM SASKATOON

Introduction

All successful people men and women are big dreamers. They imagine what their future could be, ideal in every respect, and then they work every day toward their distant vision, that goal or purpose.
– Brian Tracy

In 2009, we began the process of developing a strategic plan for the City and wider community of Saskatoon – drawing on strategic intelligence gathering, scenario planning, a core business review, and a community visioning initiative called Saskatoon Speaks.

Our strategic intelligence gathering involved compiling fact-based information and data on population, economic, housing and demographic trends, as well as developments in environmental sustainability and technology.

Using this information, we looked ahead to 2024 and initiated scenario planning – an exploration into the opportunities and implications of several different "futures" for our City and community.

We reviewed our core businesses and affirmed our key customers, their needs, and the City's capacity to deliver exceptional service, now and in the future. In the process, we validated the mission of the City as a hub of civic and community services and an organization dedicated to meeting the needs and expectations of an ever-growing, increasingly diverse population.

Finally, to inform the direction and focus of our plan, City Council initiated Saskatoon Speaks – a multi-faceted community visioning process designed to ensure participation from the full spectrum of Saskatoon's diverse population.

The visioning process began in May 2010. Over the next eight months, more than 10,000 citizens participated in forums, interviews, online questionnaires, summits and visioning sessions. They talked about the things they value, the opportunities and challenges they see, and the hopes they have for Saskatoon as it grows over the next 50-70 years.

The resulting Community Vision informs the Corporate Vision developed by City Council to describe Saskatoon 20-30 years from now. Both the Community Vision and Corporate Vision are trans-generational, meaning we can't get there all at once. But we can move steadily forward—and the Strategic Plan is our roadmap.

Developed with input from the Community Vision, the City's 10 Year Strategic Plan outlines what is important in the near term and where we need to focus our energies. It includes an overarching mission, values and leadership commitments. These are not simply window dressing; they define how we do business and how we empower ourselves to embrace change … and if there is one certain thing in Saskatoon's future, it is change.

The Strategic Plan outlines seven strategic goals. Each goal has 10 Year Strategies and 4 Year Priorities; these represent the "how-to" component of operationalizing the vision. Implementation strategies will be developed through the annual Corporate Business Plan and Budget process, and the City will continue to monitor performance as we bring Saskatoon's collective community vision to life.

Note: This is the second version of the Strategic Plan.

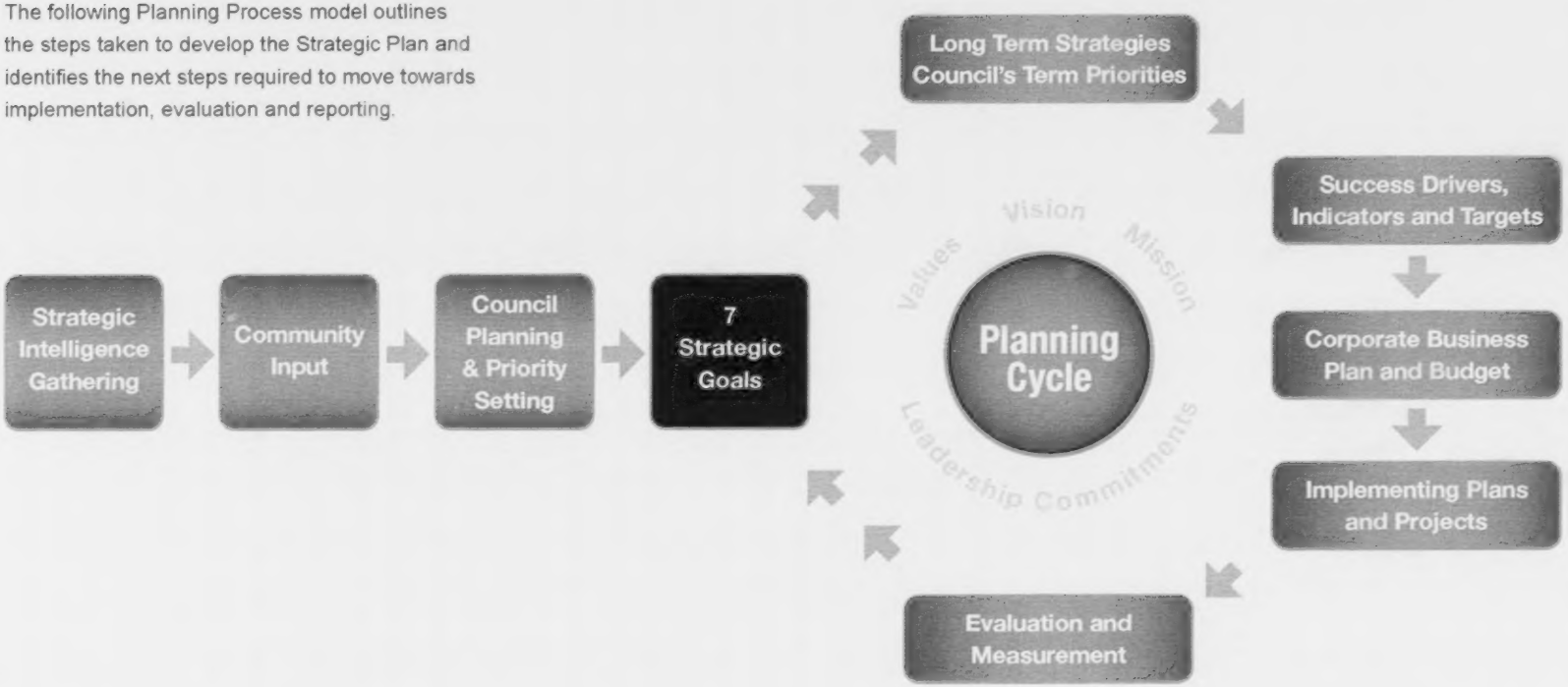
In early 2013, a planning session with the newly elected (October 2012) Mayor and Councillors was undertaken to confirm the priorities for this Council's term. This document has been updated to reflect these priorities.

PHOTO ROBIN ROBINSON / FLICKR

Challenges
Community Values
Sports and recreation
Education, innovation and entrepreneurship
The river, trees and broader natural environment
Access to natural resources
Ease of getting around
Distinct places and neighbourhoods
Arts scene and cultural festivals

Our Planning Process

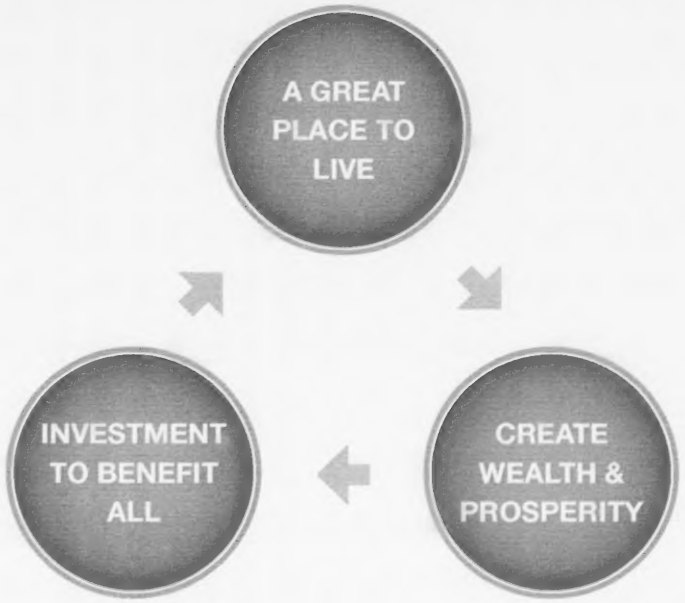
The following Planning Process model outlines the steps taken to develop the Strategic Plan and identifies the next steps required to move towards implementation, evaluation and reporting.



Our Vision

Saskatoon is a great place to live, where sustainable growth enables the community to invest for the benefit of all.

In 2030, Saskatoon is a world class city with a proud history of self-reliance, innovation, stewardship and cultural diversity. Saskatoon is known globally as a sustainable city loved for its community spirit, robust economy, cultural experiences, environmental health, safety and physical beauty. All citizens enjoy a range of opportunities for living, working, learning and playing. Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all.



The only way to predict the future is to have the power to shape it.
– Eric Hofer

A Great Place to Live

Saskatoon cherishes and builds upon what it values most: its people and their strong sense of community; its educational, recreational, and cultural resources; its access to a wealth of natural resources, its balanced and diverse economy and cultural diversity; and the breathtaking river valley at the heart of the city. It is a city of distinct, interconnected neighbourhoods accommodating a broad range of housing and amenities. The city's many educational and health institutions continue to expand and excel, fueling the local and provincial economies and helping to build a smarter and healthier city. Arts, sports and culture are accessible to all and central to the city's identity and livability. It is a city of all seasons, as welcoming and active in winter as it is in summer. The city's natural, built and financial resources are used wisely. For residents and visitors, it is a city of great character and rich experiences.

Create Wealth & Prosperity

Saskatoon is a creative city that is attractive, prosperous and sustainable. Growth has been carefully managed and has taken many forms to create walkable neighbourhoods, support lively main streets and re-invigorate older areas of the city. The City Centre, the main hub for business and culture, is distinguished by beautiful buildings, parks and open spaces and is home to many thousands of residents. Saskatoon offers a business-friendly environment that supports and attracts investment and businesses big and small, established and new, thrive. It is easy to get around by driving a car, using public transit, walking, cycling, and using a wheelchair or scooter. By planning for balanced growth, providing transportation alternatives and building places that bring people together, the city has become healthier, more integrated, more accessible and more attractive.

Investment to Benefit All

Saskatoon is a diverse city that faces up to challenges and works as one community to succeed. There are strong relationships between new and existing cultures. It provides abundant opportunities for its youth and has a vital place for people of all abilities and all ages. People have access to appropriate and affordable housing, basic services and healthy food. There are many helping hands for those in need. The City's governance is accountable and responsive, and all citizens are encouraged to engage in civic life. Mutual respect, common values and cooperation among its diverse population have ensured the city remains inclusive, caring and united.

Saskatoon is a dynamic city, learning as it grows, always improving, and doing its part to create a bright future for its people, Saskatchewan, Canada and the world.

Our Mission

Our Corporation, the City of Saskatoon, exists to provide excellent local government through leadership, teamwork, partnership and dedication to the community.

We will be innovative and creative in the efficient and effective delivery of public services for the economic, environmental, social and cultural well-being of the community.

Our mission statement describes why our corporation exists, who we serve, and what services we provide. Below are the City's Business Lines that link to the services we provide our citizens.

City of Saskatoon Business Lines

Fire and Protective Services: Provides fire prevention, public fire and life safety education, emergency response and provides the direction and coordination of the City's emergency planning and preparedness.

Police: The Saskatoon Police Service works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Police Service, in partnership with City Council and the community, continue enforcement with proactive prevention, education and early intervention strategies.

Land Development: Operates on a level playing field with the private sector and ensures adequate levels of serviced inventory for both residential and industrial land are maintained to meet demand.

Corporate Asset Management: Provides building operations and maintenance services for the City's buildings and structures, and manages its fleet of vehicles and equipment.

Utilities: Provides cost-effective and high-quality electricity (Saskatoon Light & Power), quality drinking water, treatment of waste water and storm management (Water & Sewer).

Transportation: Efficiently moves people, services, and goods while minimizing environmental impact and promoting sustainability.

Urban Planning and Development: A proactive approach to addressing future opportunities and pressures on our community that accommodates growth and change (e.g. population, diversity of public services and amenities, broader scope of education, research, business) while balancing long-term economic, environmental and social needs, and achieving the desired quality of life expressed by our citizens.

Recreation and Culture: Provides opportunities for citizens to participate in and enjoy the benefits of sport, recreation, culture, and park activities.

Environmental Health: Preserves and protects the long-term health of our urban environment.

Community Support: Provides supports and community investments to help build capacity in sport, recreation, culture, heritage, and social organizations, and enhances neighbourhood-based associations and organizations.

Corporate Governance and Finance: Provides administrative, human resources, information technology, and finance supports for all other business lines. The City's vehicle and equipment fleet, and building operations and maintenance services, provide support to the other business lines.

Our Corporate Values

It's not hard to make decisions when you know what your values are.
– Roy Disney

Our Strategic Goals will be achieved through the talent, creativity and commitment of staff who demonstrate our five workplace values everyday.

Trust
We assume responsibility for our own trustworthiness and continuously build trust with our colleagues so they know they can rely upon us. We maintain and respect the confidentiality of our citizens, partners and organizational information. We support, inspire and empower others to do their job, honour our commitments and are always responsible and dependable.

Integrity
Everyday, we demonstrate accountability and our actions are always honourable and ethical. We make wise decisions that are the best for the group rather than us alone. We make time to help others and lead by example. We acknowledge and know our job responsibilities and are motivated to make things happen within the scope of our positions. We take ownership for our work and are able to report, explain and be answerable for the results. We strive to find solutions and continuously make improvements.

Respect
We respect others in the organization, regardless of their position or status, through our specific actions. We build on each other's strengths and always remain courteous to everyone even when we may not agree with the opinions of others. We respectfully acknowledge individual beliefs, diversity, aspirations, skills, and experiences even if they are different from our own. We demonstrate mutual respect and practice fair and ethical treatment.

Honesty
We are known for our ability to hold frank and honest discussions that maintain the dignity and perspectives of others. We demonstrate sincerity while being open and honest. We also listen well, ask for clarity before reacting and are always willing to admit mistakes.

Courage
We have the courage to face adversity with strength, confidence and poise. We take smart risks and accept responsibility for the outcome. We are able to think through problems, lead with passion, and manage and embrace change. We are willing to challenge prevailing assumptions while suggesting new and innovative approaches. We are able to make tough decisions and question actions inconsistent with the values of our organization.

Our Leadership Commitments

Leadership is the ability to get extraordinary achievement from ordinary people.
– Brian Tracy

Our leadership commitments are another critical ingredient for the City of Saskatoon to accomplish the vision and mission. We value and need people who demonstrate our 4 leadership commitments throughout their daily activities and in a manner that helps to achieve the Strategic Goals.

Reliable and Responsive Service
As leaders, we work toward providing high quality service. We take initiative to respond to the needs of our changing community and strive to earn the respect and confidence of the public.

Strong Management and Fiscal Responsibility
As leaders, we strive to align our work to the corporate strategies and deliver municipal services in cost- effective ways. We endorse the collective bargaining process. We continuously work towards achieving maximum benefits and services by establishing partnerships to leverage resources. And, we ensure future generations are not financially responsible for the benefits received solely by today's residents.

Effective Communication, Openness and Accountability
As leaders, we make every effort to provide timely and accessible information on services and programs to our citizens. We maintain strong working relationships and open lines of communication between City Council, Senior Administration, civic employees and citizens.

Innovation and Creativity
As leaders, we aspire to create a work environment that allows us to generate new ideas to meet the changing needs of the community. We aim to conduct our work using a collaborative approach.

Our Strategic Goals

People with clear, written goals, accomplish far more in a shorter period of time than people without them could ever imagine.
-- Brian Tracy

The Strategic Goals are based on areas that the community and City Council identified in order to realize our vision and accomplish our mission over the next ten years.

The community visioning process, Saskatoon Speaks, engaged people from across the city in conversations about the future. To structure the conversation and ensure critical aspects of the city were fully addressed, eight inter-related themes were identified. City Council has consolidated some of the Saskatoon Speaks themes and identified two additional strategic goals to create a final set of 7 Strategic Goals to guide our future. The purpose of the Strategic Goals is to emphasize the areas that the community and City Council have identified to realize the vision and accomplish the mission over the next ten years.

STRATEGIC GOALS	SASKATOON SPEAKS THEMES
Continuous Improvement	
Asset and Financial Sustainability	
Quality of Life	Social Well-Being Recreation, Parks & Community Safety Culture
Environmental Leadership	The Environment
Sustainable Growth	Shaping Growth The City Centre
Moving Around	Moving Around
Economic Diversity and Prosperity	The Economy

A Culture of Continuous Improvement

Saskatoon is the best-managed city in Canada.

We provide high quality services to meet the dynamic needs and high expectations of our citizens. We focus on continuous improvement and providing the best possible services using innovative and creative means. We go beyond conventional approaches to meet the changing needs of our city.

We are a preferred employer that attracts skilled and talented people from a variety of backgrounds and professional disciplines. We are diverse and broadly representative of the community we serve.

We work together in a safe, healthy and productive environment. We know what is expected of us in our respective roles. And, we feel engaged and empowered to build a better city – committing ourselves to high standards of performance and taking responsibility for our decisions and actions each day.

Continuous Improvement

STRATEGIES FOR THE LONG TERM (10 YEARS)

- Provide a coordinated approach to customer service with quick and accurate responses.
- Create and encourage a workplace culture of continuous improvement that encourages innovation and forward-thinking.
- Offer long-term careers with desirable benefits.
- Offer an inclusive workplace that embraces diverse backgrounds.
- Make health and safety a top priority in all that we do.
- Provide ongoing skills training and professional development opportunities for staff.
- Increase productivity by being more efficient in the way we do business.
- Leverage technology and emerging trends to reach our goals, serve citizens and connect meaningfully with our stakeholders.
- Ensure that our approach to citizen and stakeholder communications is integrated, proactive and professional.

PRIORITIES FOR THIS TERM (4 YEARS)

- Develop and monitor a recruitment and retention strategy that attracts the best available talent and retains new employees over the long term.
- Build a workplace culture that offers opportunities for career development, work-life balance and employee recognition.
- Implement a Succession Planning Process that will include a smooth transition of knowledge and skills to successors.
- Begin the process of implementing Service Saskatoon – a coordinated approach to responding to citizen calls and inquiries on programs and services.
- Identify targeted opportunities to implement specific continuous improvement tools within departments.
- Pursue opportunities to "modernize" civic government to reflect best practices, changing demands, etc.
- Develop a new website for the City that is more customer and citizen friendly.

SUCCESS DRIVERS	SUCCESS INDICATORS
• Service Quality	
• Recruitment and Retention	(%) Workforce representing diversity of city's population
• Diverse Workforce	(#) Lost time incidents
• Safety and Wellness of Employees	(%) Employee satisfaction and engagement levels
• Succession Planning for Critical Positions	
• Management Training and Development	(%) Productivity gains or losses

Asset and Financial Sustainability

Saskatoon invests in what matters.

Our planning is inspired by the idea that "we invest in what matters". The financial and physical resources under our care are used to address the needs of citizens today and tomorrow – focused on our long-term goal to manage the City in a smart, sustainable way.

The services we provide are aligned with what our citizens expect and are able to pay. Citizens see value in the investments they make through their tax dollars. On their behalf, we seek revenue streams from new and multiple sources, and manage both risk and debt appropriately.

We are open, accountable and transparent, particularly when it comes to the resource allocation and collection decisions we make.

Our buildings, roads and bridges are well-managed and well-maintained – meeting the needs of citizens and reflecting the pride and priorities of a modern 21st century city.

PHOTO: JORDON COOPER / FLICKR

Asset and Financial Sustainability

STRATEGIES FOR THE LONG TERM (10 YEARS)

- Increase revenue sources and reduce reliance on residential property taxes.
- Reduce the gap in the funding required to rehabilitate and maintain our infrastructure.
- Adopt and implement a corporate-wide asset management and rehabilitation philosophy.
- Protect the City's credit rating.
- Pursue dialogue with the Province on potential new revenue streams through resource-sharing and/or shared levies.

PRIORITIES FOR THIS TERM (4 YEARS)

- Complete an assessment to determine the costs and revenues related to growth.
- Secure the sustainability of employee pensions and benefits.
- Reassessment cycle changed to a minimum of every two years.
- Investigate pricing solutions for services and infrastructure (i.e. new bridges, recreation facilities).
- Establish levels of service for rehabilitation of assets and identify supporting financial strategies.
- Explore alternate sources of revenue to pay for ongoing operations.
- Develop funding strategies for expenses related to new capital expenditures including core services, such as fire halls, roadways and underground services.

SUCCESS DRIVERS	SUCCESS INDICATORS
• Maximize Return on Investments	(%) Asset condition relative to life expectancy
• Diversify Revenue Streams	($) Municipal property tax per capita
• Smart Spending and Debt	(%) Property tax as a percentage of total revenues
• Maintain Credit Rating	(%) Capacity of assets to provide required services
• Funding Growth	(%) Debt payment as a percentage of revenues (tax-supported only)

Quality of Life

Saskatoon is a warm, welcoming people place.

Our neighbourhoods are "complete communities" that offer a range of housing options, employment opportunities, art, culture and recreational facilities and other amenities. Citizens have access to facilities and programs that promote active living, and enjoy the natural beauty and benefits of parks, trails and the river valley that brings people together.

Culture thrives in Saskatoon where diverse traditions, religions and languages are respected and celebrated. As a community, we find new and creative ways to showcase our city's built, natural and cultural heritage. Every citizen feels a sense of belonging.

People are actively engaged in the future and governance of their city.

Our community spirit is strong where, through conversation and collaboration, we work as one community to move forward, together.

PHOTO: JORDON COOPER / FLICKR

Quality of Life

STRATEGIES FOR THE LONG TERM (10 YEARS)

- Reduce and prevent crime and provide protective services in our downtown core and neighbourhoods.
- Increase the supply and range of affordable housing options.
- Implement Municipal Culture Plan.
- Ensure existing and future leisure centres, and other recreational facilities, are accessible physically and financially and meet community needs.
- Strengthen relations with local Aboriginal organizations.
- Ensure that policies encourage a mix of housing types across the city (i.e. ownership vs. rental).
- Support community-building through direct investment, community development expertise, and support to volunteers on civic boards, committees and community associations.
- Build capacity within the community to address a broad range of issues and build consensus around collaborative responses.

PRIORITIES FOR THIS TERM (4 YEARS)

- Refocus on our primary services that are of high importance to our citizens.
- Provide opportunities for activities in a winter city.
- Develop partnerships and programs with Aboriginal organizations that will assist in enhancing economic, employment and training opportunities.
- Build a leisure centre located within the core neighbourhoods.
- Direct expenditures toward amenities in neighbourhoods to enhance and protect property values and encourage private investment.
- Coordinate a corporate approach for the maintenance of properties.
- Implement the Immigration Action Plan.
- Develop age-friendly initiatives to enhance quality of life as people age.
- Implement the City's Housing Business Plan.
- Ensure that emergency response times for Fire and Protective Services meet the needs of new neighbourhoods.

SUCCESS DRIVERS	SUCCESS INDICATORS
• Public Safety	(%) Availability and affordability of rental housing stock
• Sufficient, Appropriate and Affordable Housing	(%) Mix of housing forms
• Community, Cultural and Recreational Infrastructure	(%) Public perceptions of safety
• Community Investment	(%) Public perceptions of quality of life
	($) Community volunteer hours and programs leveraged through grants
	(M) Emergency response times
	(#) Use of leisure facilities
	(#) Culture Plan indicators
	(%) Population growth and immigration rates
	(#) Programs implemented that support the Aboriginal community

Environmental Leadership

Saskatoon grows in harmony with nature.

Saskatoon thrives in harmony with its natural environment, conserves resources and consistently demonstrates environmental leadership.

Our city's air and water are clean. We reduced our consumption of water and energy. We rely on renewable energy sources and green technology where it makes sense to do so. We construct energy-efficient buildings. And, we are a leader in operating an energy-efficient city in our cold weather climate.

People routinely take transit, walk or cycle to get around, and our neighbourhoods are more compact. We produce less garbage and recycle or compost most of it. We grow more food in the city.

The South Saskatchewan River Valley is Saskatoon's natural showpiece and supports biodiversity in its many forms. Our natural assets are protected, enhanced and linked. And, there is more green space per resident, thanks to a commitment to urban and grassland parks and an urban forest that is healthy and growing.

PHOTO: ERROL SENENSKY / FLICKR

Environmental Leadership

STRATEGIES FOR THE LONG TERM (10 YEARS)

- Improve the quality and reduce the quantity of storm water run-off that is going into the river.
- Create new sources of green energy where feasible.
- Increase use of renewable energy in City operations.
- Reduce greenhouse gas (GHG) emissions tied to City operations.
- Address soil-quality issues on City-owned properties.
- Improve access to ecological systems and spaces, both natural and naturalized.
- Become a recognized leader in Cold Climate Energy Efficiency.
- Increase self-reliance on green energy for City operations.

PRIORITIES FOR THIS TERM (4 YEARS)

- Consider mitigation strategies for the impact of severe weather events on the City's infrastructure.
- Eliminate the need for a new landfill by eliminating waste and/or diverting waste for re-use in other projects.
- Promote and facilitate city-wide composting and recycling to reduce the rate and volume of waste sent to the landfill.
- Communicate the financial benefit of environmental initiatives.
- Implement energy-efficient practices in City buildings, transportation and operations.
- Identify opportunities to replace conventional energy sources with green energy technologies and find alternate ways of generating capacity to support operations.
- Continue to implement the Energy and Greenhouse Gas Reduction Plan.

SUCCESS DRIVERS	SUCCESS INDICATORS
• Energy Efficiency	(%) Waste diversion through recycling and composting
• Renewable Energy Sources	(%) Water consumption (total, per capita and by sector)
• Waste Elimination and Diversion	(%) Energy consumption (total, per capita and by sector)
• Responsible Land Use	(M) Corporate GHG emissions
	(%) Ecological footprint of Saskatoon
	(M) Amount of green space per capita
	(M) Health of the urban forest
	(%) Energy generated from alternative sources
	(#) LEED or other accredited civic facilities
	(%) Community and backyard gardens (per capita)

Sustainable Growth

Saskatoon is known for smart, sustainable growth.

Saskatoon's growth is environmentally and economically sustainable and contributes to a high quality of life. The city has grown both upward and outward – reflecting a balance of greenfield and infill development. Balanced growth has made the city a model of efficiency and resulted in attractive new people places that reinforce Saskatoon's sense of community.

Downtown is built up and bustling. Main streets and community hubs are urban villages. New neighbourhoods are walkable and well-planned; older neighbourhoods have been renewed and revitalized.

Our City Centre is a vibrant hub for culture, commerce and civic life. And, getting to and from this thriving, creative space is easy, safe and enjoyable.

PHOTO COURTESY OF UNIVERSITY OF SASKATCHEWAN / FLICKR

Sustainable Growth

STRATEGIES FOR THE LONG TERM (10 YEARS)

- Adopt an integrated approach to growth related to transportation, servicing, transit and land use.
- Increase and encourage infill development and corridors to balance growth.
- Plan collaboratively with regional partners and stakeholders.
- Establish the City Centre as a cultural and entertainment district with employment, corporate offices and store-front retail.
- Preserve the character of heritage buildings and historical landmarks.

PRIORITIES FOR THIS TERM (4 YEARS)

- Ensure that commercial, industrial and residential areas include parks, paths and routes that encourage walking, cycling and transit use.
- Create "complete communities" in new neighbourhoods and existing neighbourhoods that feature employment opportunities, main streets, suburban centres and greater connectivity, both internally and externally.
- Develop design guidelines to promote infill development in existing neighbourhoods.
- Develop a regional planning partnership to address the challenges of growth (e.g. sector plans, transportation and infrastructure).
- Complete the City Centre Plan.
- Create incentives to promote density.
- Implement the Integrated Growth Plan – an integrated approach to growth related to transportation, servicing, transit, and land use.
- Prepare a commercial and industrial Land Use and Employment Plan.

SUCCESS DRIVERS	SUCCESS INDICATORS
• Orderly and Sustainable Growth	(#) Average residential density
• Neighbourhood Quality and Character	(%) Balance distance of population to the City Centre
• Balanced Land Use	(:) Ratio of new infill units compared to new housing in greenfield development
• Regional Cooperation	(%) Residents' perception of the quality of their neighbourhood
• Access to Amenities and Services	(%) City Centre population growth as a percentage of total growth
• Availability of Serviced Land	

Moving Around

Saskatoon is a city on the move.

Our investments in infrastructure and new modes of transportation have shifted attitudes about the best ways to get around.

Our transportation network includes an accessible and efficient transit system and a comprehensive network of bike routes. People still use cars, and also rely on options such as public transit, walking and cycling.

Growth has brought new roads and bridges that improve connectivity for all travel modes. Improved streetscapes, interconnected streets and well-planned neighbourhoods encourage walking and cycling.

Attractive options to the car alleviate congestion and ensure people and goods can move around the city quickly and easily.

PHOTO: HUY DANG / FLICKR

Moving Around

STRATEGIES FOR THE LONG TERM (10 YEARS)

- Significantly increase transit ridership by establishing transit as a viable option for transportation.
- Optimize the flow of people and goods in and around the city.
- Develop an integrated transportation network that is practical and useful for vehicles, buses, bikes and pedestrians.
- Ensure that roads, streets, sidewalks and bridges are in working order and in a good state of repair.

PRIORITIES FOR THIS TERM (4 YEARS)

- Increase transit ridership by changing attitudes around public transit, and provide service that is safe, convenient, reliable and affordable.
- Establish rapid mass transit corridors for Saskatoon to guide investment, transportation and urban planning decision-making.
- Establish service levels for the repair and maintenance of our roads, streets, lanes, sidewalks and bridges
- Develop a new model to address neighbourhood traffic management issues.
- Prepare a transportation plan and table a budget to develop a mix of transportation modes, address downstream effects and promote active transportation.
- Work on the new North Commuter Parkway Project.
- Support the province on the Northern Yellowhead Gateway Highway Project.
- Explore options to improve curb, sidewalk and facility accessibility for wheelchair users and citizens with limited physical mobility.

SUCCESS DRIVERS	SUCCESS INDICATORS
• Perceptions of Public Transit	(%) Transit ridership per capita
• Efficient Road Systems	(%) Cost recovery rate for Transit
• Infrastructure Maintenance	(M) Length and quality of walking and cycling network
• Transportation Network Connectivity	(%) Residents' perception of traffic congestion
	(#) Transit ridership to and around City Centre
	(%) Modal split of the community (i.e. % passengers, cyclists, transit users, walkers, drivers)

3rd Ave S
BOSS
Planet S

Economic Diversity and Prosperity

Saskatoon thrives thanks to a diverse local economy.

Saskatoon's regional economy continues to grow and diversify, demonstrating long-term sustainability.

The city is recognized globally as a centre for education, innovation and creativity, and a business-friendly environment. Strong institutions and a spirit of entrepreneurship encourage the ideas and plans of individuals and companies big and small. We are a city that celebrates and embraces an entrepreneurial spirit.

All sectors of the economy are pulsing and new economic pillars have emerged.

People from across the province, Canada and the world are drawn to our city for its quality of life, limitless opportunities and highly-skilled and educated workforce.

Saskatoon is known as a bustling, business-friendly city.

PHOTO: HUY DANG / FLICKR

Economic Diversity and Prosperity

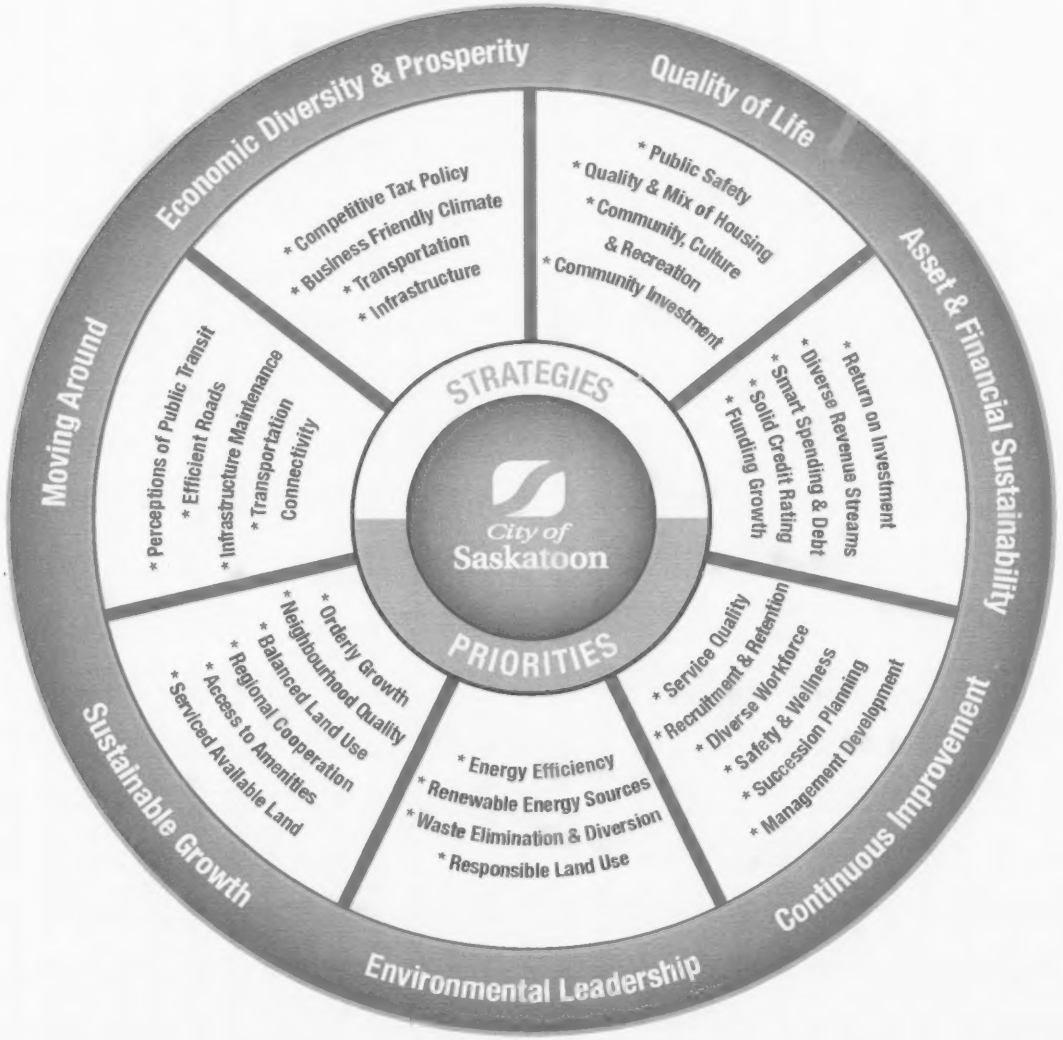
STRATEGIES FOR THE LONG TERM (10 YEARS)

- Develop Saskatoon's transportation network to support regional economic development.
- Ensure Saskatoon has a competitive tax regime with solid, clear and reasonable public policies.
- Create a business-friendly environment where the economy is diverse and builds on our city and region's competitive strengths.
- Work collaboratively with economic development authorities, local businesses and educational institutions to promote Saskatoon as a great place to live, work and raise a family.
- Plan and invest in infrastructure needed to attract and support new businesses and skilled workers to the city.
- Develop an Employment Area Strategy aimed at creating new employment areas adjacent to existing residential areas.

PRIORITIES FOR THIS TERM (4 YEARS)

- Continue to create and support a business friendly environment and increase the tax base that is non-residential.
- Maintain competitive rates for residential and business property taxes within comparative jurisdiction.
- Establish a greater presence of corporate offices and other major developments/projects in the city.
- Establish fees and permits that are competitive with other jurisdictions inside and outside the province.
- Invest financial resources and explore and implement public policies to maintain and build on our city's strong economic performance. The projects we invest in and the policies we implement will help to ensure that Saskatoon's economy is immune from the effects of another global downturn.

SUCCESS DRIVERS	SUCCESS INDICATORS
• Competitive Tax Policy	(M) Distribution of employment sectors
• Business-Friendly Climate	($) Building permit sales
• Transportation	(#) Building permit and construction values (residential and non-residential)
• Infrastructure	(#) Business licenses issued
	(#) Non-resident commuter jobs
	(%) Business perception of business-friendly environment
	(#) Employment growth
	(%) Growth of business (growth and by sector)


Economic Diversity & Prosperity
* Competitive Tax Policy
* Business Friendly Climate
* Transportation
* Infrastructure
Quality of Life
* Public Safety
* Quality & Mix of Housing
* Community, Culture & Recreation
* Community Investment
Asset & Financial Sustainability
* Return on Investment
* Diverse Revenue Streams
* Smart Spending & Debt
* Solid Credit Rating
* Funding Growth
Continuous Improvement
* Service Quality
* Recruitment & Retention
* Diverse Workforce
* Safety & Wellness
* Succession Planning
* Management Development
Environmental Leadership
* Energy Efficiency
* Renewable Energy Sources
* Waste Elimination & Diversion
* Responsible Land Use
Sustainable Growth
* Orderly Growth
* Neighbourhood Quality
* Balanced Land Use
* Regional Cooperation
* Access to Amenities
* Serviced Available Land
Moving Around
* Perceptions of Public Transit
* Efficient Roads
* Infrastructure Maintenance
* Transportation Connectivity
STRATEGIES
City of Saskatoon
PRIORITIES

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City of
Saskatoon

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